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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2018/2019

### BMO2034 –MANAGING ORGANISATIONAL BEHAVIOUR

( All sections / Groups )

27 OCTOBER 2018

9.00 am – 11.00 am

( 2 Hours )

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#### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2)** pages (*excluding* this cover page) with **FOUR (4)** questions only.
2. Attempt **ALL FOUR (4)** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answer in the Answer Booklet provided.

**QUESTION 1**

- a. Nowadays telecommuting has been identified as one of the emerging trends in organisational behaviour. Discuss **THREE (3)** organisational behaviour topics that you have learned that are influenced by telecommuting.

(12 marks)

- b. Rahimah Restaurant has had below average sales over the past few years. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Rahimah Restaurant might be performing below average. Provide one example for each type of explanation.

(13 marks)

**(Total = 25 marks)**

**QUESTION 2**

- a. You supervise twelve sales representatives covering every region of the country from your office at company headquarters. Describe an effective feedback strategy that might improve the performance of these employees with respect to increasing sales to new clients.

(15 marks)

- b. Elisa wants to hire three new customer service representatives. She is considering using a measure of Emotional Intelligence (EI) to help select her new employees. Explain what EI is and how it could be useful for Elisa for the jobs that she's hiring for, and the reasons why she should not depend entirely on the EI measures for her selection.

(10 marks)

**(Total = 25 marks)**

**Continued ...**

**QUESTION 3**

- a. The sales manager is facing the problem of a less-than-ideal economy but still must meet the target for his territory. He needs to solicit suggestions from all members of his sales force. How would you recommend him to get the creative idea from his member?

(16 marks)

- b. Jerrod is relatively new to Xenon Corporation and wants to make sure that he makes a good impression on his coworkers and supervisor. He agrees with the supervisor's opinion most of the time and is always doing nice things for him. Jerrod makes sure that he associates with the "right" people and is constantly complimenting others about their good work. Describe type of influence and tactics used by Jerrod in the company.

(9 marks)

**(Total = 25 marks)**

**QUESTION 4**

- a. Employees at Lotte International have been frustrated with the management on just about everything. The conflict episodes are viewed by both sides as personal attacks rather than attempts to resolve problems. Both sides have decided to seek third-party dispute resolution. Management prefers a third-party intervention that has high process and decision control while employees prefer a high level of process control and no decision control. Describe the different third-party conflict resolution interventions. Which of these interventions is most appropriate in organizations?

(13 marks)

- b. Path-goal leadership theory is the dominant model that applies this contingency approach to managerial leadership. The main premise of path-goal theory is that effective leaders choose one or more leadership styles to influence employee expectations (their preferred path) regarding achievement of desired results (their work-related goals), as well as their perceived satisfaction with those results (outcome valences). Briefly explain **FOUR (4)** leadership styles prescribed in the path-goal leadership styles.

(12 marks)

**(Total = 25 marks)**

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